CENTRAL MICHIGAN University

Mt. Pleasant 48859



BOARD OF TRUSTEES

	Term expires
JERRY D. CAMPBELL, Jackson	Dec. 31, 2006
JEFFREY R. CAPONIGRO, Troy	Dec. 31, 2008
STEPHANIE COMAI, Ann Arbor	Dec. 31, 2010
James C. Fabiano, Sr., Mt. Pleasant (Vice Chair)	Dec. 31, 2004
MELANIE REINHOLD FOSTER, East Lansing (Chair)	Dec. 31, 2004
ROGER L. KESSELER, Midland	Dec. 31, 2006
JOHN G. KULHAVI, White Lake	Dec. 31, 2008
GAIL F. TORREANO, Mt. Pleasant	Dec. 31, 2010

EXECUTIVE OFFICERS

MICHAEL RAO, President

RICHARD W. DAVENPORT, Provost and Vice President for Academic Affairs ROBERT KOHRMAN, Interim Executive Vice President MICHAEL A. LETO, Vice President of Development and Alumni Relations ABDUL NASSER, Vice President, Finance and Administrative Services GEORGE ROSS, Vice President for Finance and Administrative Services THOMAS STORCH, Provost

KATHLEEN M. WILBUR, Vice President for Government Relations and Public Affairs

Central Michigan University was established in 1892 as Central Michigan Normal School, Michigan's second teacher's college. The university grew rapidly, becoming a four-year public college in 1918 and a public university in 1959. The university is classified by the Carnegie Foundation as a Doctoral/Research Intensive University.

Central Michigan is divided into eight colleges: Business Administration; Communication and Fine Arts; Education and Human Services; The Herbert H. and Grace A. Dow College of Health Professions; Humanities and Social and Behavioral Sciences; Science and Technology; Extended Learning and Graduate Studies.

Undergraduate Programs

Central Michigan University offers more than 150 programs at the baccalaureate level. Degree offerings include Bachelor of Applied Arts; Bachelor of Arts; Bachelor of Fine Arts; Bachelor of Individualized Studies; Bachelor of Music; Bachelor of Music Education; Bachelor of Science; Bachelor of Science in Business Administration; Bachelor of Science in Education; Bachelor of Science in Engineering Technology; and Bachelor of Social Work.

Graduate Programs

Central Michigan University offers more than 50 programs at the master's, doctoral and specialist

- Master's degree offerings: Master of Arts; Master of Arts in Teaching; Master of Business Administration; Master of Business Education; Master of Fine Arts; Master of Music; Master of Public Administration; Master of Science; Master of Science in Administration.
- **Doctoral degree offerings:** Doctor of Audiology; Doctor of Education; Doctor of Philosophy; Doctor of Health Administration. Doctoral degree programs are offered in the areas of audiology, education, history, mathematics, health, and psychology.
- Specialist degree offerings: Specialist in Education; Specialist in Psychological Services.

Fall Enrollment (fall head count)	2000	<i>2001</i>	2002
On-campus	18,471	19,188	19,380
Off-campus (In Michigan)	5,598	5,350	5,350

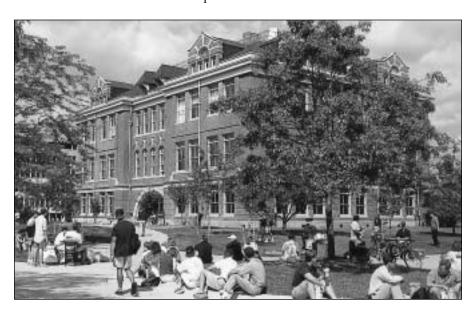
STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds) State Appropriations Student Fees Gifts, Grants and Federal Contracts Other Income TOTAL REVENUES	2000-2001 \$ 88,542,156 100,348,942 24,520,223 58,792,278 \$272,203,599	2001-2002 \$ 90,003,800 113,805,254 23,402,365 56,659,461 \$283,870,880
Operating Expenditures (all funds) Instruction and Departmental Research Organized Research Public Service Student Services and Student Aid Other Expenditures TOTAL EXPENDITURES	\$ 97,081,508 1,744,931 15,045,317 37,596,192 96,812,252 \$248,280,200	\$100,532,898 2,474,339 16,356,601 39,861,501 100,406,681 \$259,632,020

Source: Central Michigan University, Office of Institutional Research and Planning.

EASTERN MICHIGAN University

Ypsilanti 48197



BOARD OF REGENTS

	Term expires
JOSEPH E. ANTONINI, Troy	. Dec. 31, 2006
JAN A. BRANDON, Ann Arbor	. Dec. 31, 2008
STEVEN G. GORDON, Bloomfield Hills	. Dec. 31, 2006
ROSALIND E. GRIFFIN, M.D., Farmington Hills (Vice Chair)	. Dec. 31, 2004
PHILIP A. INCARNATI, Flint (Chair)	. Dec. 31, 2010
MICHAEL G. MORRIS, Hartford, CT	. Dec. 31, 2004
SHARON J. ROTHWELL, Ann Arbor	. Dec. 31, 2010
KAREN O VALVO Ann Arbor	Dec. 31, 2008

EXECUTIVE OFFICERS

SAMUEL A. KIRKPATRICK, President PAUL T. SCHOLLAERT, Provost and Vice President for Academic Affairs PATRICK J. DOYLE, Vice President for Business and Finance COURTNEY A. McAnuff, Vice President for Enrollment Services JUANITA M. REID, Vice President for University Relations JAMES F. VICK, Vice President for Student Affairs STUART STARNER, Vice President for University Advancement and Executive Director of the EMU Foundation

Eastern Michigan University is a doctoral-granting state university located in Ypsilanti. Founded in 1849 as Michigan State Normal School, the name was changed to Michigan State Normal College in 1899, to Eastern Michigan College in 1956, and to Eastern Michigan University by Act 3 of 1959, as programs were added and degrees granted. Since January 1, 1963, Eastern Michigan University has been governed by a constitutionally authorized, governor-appointed board of regents.

Mission

Eastern Michigan University is committed to excellence in teaching the extension of knowledge through basic and applied research, and creative and artistic expression. Building on a proud tradition of national leadership in the preparation of teachers, we maximize educational opportunities and personal and professional growth for students from diverse backgrounds through an array of baccalaureate, master's and doctoral programs. We provide a student-focused learning environment that positively affects the lives of students and the community. We extend our commitment beyond the campus boundaries to the wider community through service initiatives and partnerships of mutual interest addressing local, regional, national, and international opportunities and challenges.

Colleges

The university comprises colleges of Arts and Sciences, Business, Education, Health and Human Services, and Technology, and also includes a Graduate School, a World College, Learning Resources and Technologies, an Office of Continuing Education, an Institute for Corporate Learning, and the Eagle Crest Resort and Conference Center.

Undergraduate Programs

Undergraduate programs are offered in the fields of accounting information systems; accounting; 150-hour accounting program; actuarial science and economics; administrative management; African American studies; anthropology; applied science; art education; art history; arts management; aviation; aviation flight technology; aviation management technology; bilingual vocational teacher education; biochemistry/toxicology; biology; business education; business services and technology education; business economics; cartography and remote sensing; chemistry; children's literature and drama/theatre for the young; clinical laboratory sciences; coastal environments; coatings process technology; communication; communication technology; communication and theatre arts; comparative economic systems; computer-aided design/computer-aided manufacture; computer information systems; computer information technology; computer science (non-teaching); computer science (teaching); conservation and resource use; construction; criminology and criminal justice; dance; dietetics; early childhood education; earth science; BBA in economics; economics of finance; ecosystem biology (aquatic and terrestrial); elementary education; engineering physics; English language; English and American language and literature; English linguistics; executive assistance; facility management; fashion merchandising; finance; fine arts; French for business; French language and literature; general biochemistry; general business; general science; geography; geology; geophysics; German for business; German language and literature; gerontology; governmental economics; graphic communication; health administration; history; hospitality management; industrial distribution industry; industrial technology; industrial-vocational education; interior design; Japanese language and culture; journalism; labor economics; labor studies; language and international trade; language and world business; legal assistance; literature; literature, language, communication and theatre arts; management; manufacturing technology; manufacturing (transfer program); marketing; marketing education; mathematics; mathematics for elementary teaching; mathematics with concentration in statistics; microbiology; military science; music; music education (instrumental); music education (vocal); music performance; music therapy; nursing; occupational therapy; office automation; philosophy; physical education; physics; physics research; physiology; plastics technology; political science; polymers and coatings technology; production/operations management; professional biochemistry; professional chemistry; psychology; public administration; public law and government; public relations; public safety administration; real estate; recreation and park management; secondary education, social science; social work; sociology; Spanish; Spanish for business; special education (general); special education (includes emotionally impaired; hearing impaired; mentally impaired; physically and otherwise health impaired; speech and language impaired; and visually impaired); sports medicine; technology and society; technology education; telecommunications and film; theatre arts; theoretical and quantitative economics; therapeutic

recreation; travel and tourism; urban and regional planning; women's studies; and written communications.

The university also offers an undergraduate Honors Program and Preprofessional Programs in architecture; dentistry; engineering; forestry; law; medicine; mortuary science; optometry; osteopathic medicine; podiatry; pharmacy; dental hygiene and dental assisting; and chiropractic.

Graduate Programs

Graduate study is offered in accounting; accounting information systems; applied economics; applied statistics; art education; arts management; biology (community college teaching); business education; business administration; cartography and remote sensing; chemistry; children's literature; choral music; clinical psychology; clinical behavioral psychology; clothing and textiles; coatings; college student personnel; common learning (formerly K-12); communications; community counseling; computer-based information systems; computer science; construction; creative writing; criminology and criminal justice; development, trade and planning; drama/theatre for the young; early childhood education; economics; ecosystems (aquatic and terrestrial); educational leadership; educational psychology (includes development and personality; educational technology; and research and evaluation); elementary education (includes special needs; social issues/social learning; open education; language arts; computer technology in the classroom; gifted/talented students; and individualized education); English; English linguistics; environmental studies; family and child development; family and children's services; finance; financial accounting; fine arts; French; general biology, general psychology; general science; general special education; geography; German; guidance and counseling; historic preservation; heritage interpretation and tourism; historic preservation administration; historic preservation planning; history; hospitality management; human, environmental, and consumer resources; human nutrition; human resource management/ organizational development; individualized studies; industrial arts education; industrial education; industrial technology quality; industrial-vocational education; information systems; information systems management; interior design; international business; land use analysis; language and international trade; liberal studies in interdisciplinary technology; liberal studies in social studies and American culture; liberal studies in technology; liberal studies in women's studies; literature; manufacturing; marketing; mathematics; mental health and chemical dependency; middle school education; molecular/cellular biology; music education; music performance; music theory/ literature; nursing; occupational therapy (MSOT and MOT); oral interpretation; organizational behavior and development; personnel; physical education (teacher); physical geography; physics; physics education; physiology; piano pedagogy; polymer technology; public address; public administration; reading; school counseling; secondary school teaching; services to the aging; social foundations of education; social science; social work; sociology (evaluation and applied research); sociology with family specialty; Spanish; Spanish (bilingual-bicultural education); special education (includes emotionally impaired; hearing impaired; mentally impaired; physically and otherwise health impaired; speech and language impaired; and visually impaired); sports medicine; strategic quality management; studio art; tax accounting; teaching English to speakers of other languages; theatre arts; urban and regional planning; and written communication.

EMU has offered a Doctor of Education (Ed.D.) in Educational Leadership since 1995. EMU began offering a Ph.D. in Clinical Psychology in Fall 2001. EMU will offer a Ph.D. in Technology beginning in Fall 2004.

Specialist's Degrees

The university also offers specialist's degrees in educational leadership; guidance and counseling; school psychology; and special education (includes administration/supervision; curriculum development; and individualized instruction). Certificates of advanced study in curriculum and instruction (CASCI) are available in artificial intelligence; gerontology; historic preservation; state and local history; teaching English to speakers of other languages (TESOL); business administration; and quality technology.

Location

The university is located on the northwest side of Ypsilanti, and overlooks the city and the Huron River valley. The main campus and nearby west campus comprise approximately 460 acres, while its new College of Business (in downtown Ypsilanti), Eagle Crest Resort and Conference Center (including an 18-hole championship golf course), and Kresge Environmental Education Center near Lapeer bring the university's total acreage to more than 800. New construction includes

the \$14.5 million College of Health and Human Services building, the \$13 million residence hall called "The Village," the \$3.5 million, privately funded University House, and the soon-to-be constructed \$35 million student union.

Housing

On-campus housing for approximately 4,800 students is provided in residence halls as well as apartments for single students and student families. Much of this space can be made available during the summer months for conference guests, students taking short-term courses, and teachers.

Continuing Education

Eastern Michigan University Continuing Education offers credit courses and programs at more than 25 sites in counties throughout Michigan, including a new center in Livonia at I-275 and Six Mile Road. Delivery methods include off-campus sites, on-line courses, and interactive video. The Institute for Corporate Learning provides contracted educational programs to businesses, agencies, and associations and the campus is open to the public for academic and nonacademic conferences, adult education courses, lecture series, and training programs.

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2000-2001	2001-2002
State Appropriations	\$ 86,280,454	\$ 87,637,200
Student Fees	75,695,719	94,671,357
Gifts, Grants, and Federal Contracts	27,947,788	31,561,477
Other Income	44,894,348	42,995,775
TOTAL REVENUES	\$234,818,309	\$256,865,809
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$ 76,516,740	\$ 80,562,280
Organized Research	3,730,569	4,737,630
Public Service	13,414,269	13,655,862
Student Services and Student Aid	31,078,920	35,092,145
Other Expenditures	106,379,455	114,329,284
TOTAL EXPENDITURES	\$231,119,953	\$248,377,201

Operating Expenditures exclude fund transfers to plant fund.

Source: Eastern Michigan University, University Marketing and Communications.

FERRIS STATE UNIVERSITY

Big Rapids 49307



BOARD OF TRUSTEES

	Term expires
R. THOMAS COOK, Fife Lake	Dec. 31, 2010
OLGALINA DAZZO, Lansing	Dec. 31, 2006
Gary L. Granger, Dimondale	Dec. 31, 2008
JAMES K. HAVEMAN, JR., Grand Rapids	Dec. 31, 2010
LOUIS MEEUWENBERG, Fremont.	Dec. 31, 2004
Bruce N. Parsons, Rockford	Dec. 31, 2004
Gregory Patera, Ionia	Dec. 31, 2006
ARTHUR L. TEBO. Walloon Lake	Dec. 31, 2008

DAVID L. EISLER, President

Ferris State University provides practical applied education to produce graduates who are immediately employable in their chosen fields. The University offers more than 150 academic programs through its Colleges of Allied Health Sciences, Arts and Sciences, Business, Education and Human Services, Pharmacy, Technology, the Michigan College of Optometry, Kendall College of Art and Design, and the College of Technological and Professional Studies.

Ferris offers doctorates in optometry and pharmacy, and master's degrees in computer information systems management, career and technical education, criminal justice, and business administration. Baccalaureate degrees are offered in allied health, business, teacher education, and a variety of specialized technical fields. Technical 2-year programs produce well-trained graduates in health care, science, industrial specialties, and engineering-related technician posts. In addition, 2-year general education and preprofessional courses qualify students for continued study at Ferris or elsewhere.

University College offers programs including Honors, Career Exploration, and Collegiate Skills and Directed Studies. Services are provided through Educational and Career Counseling, an Academic Support Center, a Special-Needs Counselor, Structured Learning Assistance and Freshmen Seminars.

The **campus** is located on the southern edge of Big Rapids, a city of approximately 12,000. The physical plant of more than 90 buildings includes only one structure that predates a 1950 fire that destroyed the former buildings. Approximately 8,900 students attend classes on the university's 880-acre campus; another 2,100 attend classes at off-campus sites. The new Ferris State University **Library for Information, Technology and Education (FLITE)** provides students with state-of-the-art information technology, as well as all the resources of a more traditional library. In 1998, Ferris opened the National Elastomer Center for Plastics and Rubber Technology. Other recently completed construction includes a new sports stadium, an extensively renovated Student Recreation Center, and a new Professional Golf Management Learning Center.

The Applied Technology Center in Grand Rapids, a decade-old joint venture with Grand Rapids Community College, houses undergraduate programs and extensive business and communitybased training. The ATC is part of FSU-Grand Rapids, a "3-in-1" downtown campus with classes at the ATC, University Center and Kendall College of Art and Design, which merged with the University January 1, 2001.

Ferris is named for its founder, Woodbridge N. Ferris (1853-1928), a distinguished Michigan politician and educator, who served two terms as the state's governor and was elected to the United States Senate. Started in 1884 as the Big Rapids Industrial School, the name was soon changed to Ferris Industrial School and then, in 1899, to Ferris Institute. The school's name was changed to Ferris State College in 1963, and to Ferris State University in 1987. W.N. Ferris operated the school as a privately owned institution. In 1931, a group of Big Rapids businessmen assumed operation as a nonprofit corporation until 1949 when the school was given to the State of Michigan. Ferris Institute became a state institution on July 1, 1950.

Credit Enrollment (fall head count)	2000	2001	2002
On-campus	8,782	8,901	8,908
Off-campus	1,065	2,029	2,166

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2000-2001	2001-2002
State Appropriations — Operating	\$ 56,279,000	\$ 55,520,532
State Appropriations — Capital Projects	14,240,584	8,955,958
Student Fees	45,434,932	51,922,074
Gifts, Grants, and Federal Contracts	20,859,366	26,501,897
Other Income	36,656,345	36,597,420
TOTAL REVENUES	\$173,470,227	\$179,497,881
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$ 53,453,960	\$ 57,892,425
Organized Research/Grant Research	393,493	348,195
Public Service	273,233	528,211
Student Services and Student Aid	18,029,979	19,356,830
Other Expenditures	85,960,023	82,672,992
TOTAL EXPENDITURES	\$158,110,688	\$160,798,653

Source: Ferris State University, Governmental Relations and General Counsel.

GRAND VALLEY STATE UNIVERSITY

Grand Rapids/Allendale 49401



BOARD OF TRUSTEES

	Term expires
Daniel J. Aronoff, Bloomfield Hills	. Dec. 31, 2008
Donna K. Brooks, Holland	. Dec. 31, 2008
JESSIE F. DALMAN, Holland	. Dec. 31, 2006
José A. Infante, Muskegon	. Dec. 31, 2006
DOROTHY A. JOHNSON, Grand Haven (Chair)	. Dec. 31, 2010
JOHN C. KENNEDY, Grand Rapids	. Dec. 31, 2004
KAREN HENRY STOKES, Grand Rapids (Vice Chair)	. Dec. 31, 2004
LUCILLE S. TAYLOR. Laingsburg	. Dec. 31, 2010

MARK A. MURRAY, GVSU President, non-expiring term

Grand Valley State University was chartered in 1960 to bring higher education to the state's second-largest metropolitan area — the diversified business and industrial region that includes Kent, Muskegon, and Ottawa counties. It serves the region from a main campus in Allendale, a downtown Grand Rapids campus, a campus in Holland, and centers in Muskegon and Traverse City. Today, students come to GVSU from all 83 Michigan counties. Although 96 percent of its students come from Michigan, GVSU enrollment comprises students from many other states and foreign countries, including students from Africa, Asia, Central and South America, and Europe. Grand Valley State is one of Michigan's fastest-growing universities with enrollment more than doubling since 1988. Applications for admission are at record highs.

As an institution committed to teaching excellence, GVSU emphasizes personalized instruction, bolstered by relatively small classes — taught by faculty rather than graduate teaching assistants. Of its 592 full-time faculty members, 13.8% are minorities. Academic programs are built around a core of liberal arts and sciences to strengthen student skills in articulate communication, critical thinking, and independent learning, and to convey an understanding of the problems and perspectives of society. These programs — from anthropology to dance to foreign languages, chemistry to art to psychology, biology to history to mathematics — are respected gateways to top graduate schools leading to successful careers in law, medicine, finance, business, and teaching.

Graduate programs include Master's degrees in accounting, biology, business administration, communication, computer information systems, criminal justice, education, engineering, health sciences, nursing, occupational therapy, physical therapy, physician assistant studies, public administration, social work, and taxation. Other career and professional programs include accounting, advertising and public relations, engineering, communication, computer sciences, business, hospitality and tourism management, therapeutic recreation, natural resource management, legal studies, criminal justice, nursing, social work, geology, and education — including special education.

GVSU consistently ranks as one of Michigan's top schools in the percentage of accounting graduates who pass the C.P.A. exams at the first sitting. AACSB International — The Association to Advance Collegiate Schools of Business, the major accrediting body for business education, accredits its Seidman School of Business and its Accounting and Taxation Department. Of the 1,200 business schools in the United States, only 396 have earned AACSB accreditation and only 159 accounting departments are accredited.

The university's physical therapy degree program is one of only four programs in public universities in Michigan. Its graduates have passed their certification exams in the top 95th percentile and are respected by health professionals throughout the state.

The university's pre-medical and pre-dental programs are highly regarded by medical and dental schools in Michigan and elsewhere, and GVSU graduates are accepted into medical and health-related schools at rates above the national average.

The Kirkhof School of Nursing (KSON) has responded to the nursing shortage crisis by increasing the number of students in the BSN program. Students have clinical experiences in diverse settings throughout the west Michigan region including the KSON Academic Nurse Managed Center in downtown Grand Rapids. Nurse practitioners provide primary care in this community-based outpatient health center located in a supportive housing environment.

Faculty and graduate interns in social sciences and education help area communities meet needs in public administration, education, criminal justice, and social services. Examples include in-service training for teacher groups and school administrators, urban planning research and development, a summer police academy, programs for gifted and talented students, an annual summer camp for learning-disabled children, stress management workshops, public opinion polls, market surveys, and programs for senior citizens.

A focus on **international education** is also reflected in foreign exchange and foreign study programs. Grand Valley State University sponsors a variety of programs in Poland, Bosnia, England, Taiwan, Japan, China, France, Germany, Costa Rica, Spain, Mexico, and Russia. New exchange initiatives are under way in Australia and New Zealand. In 1996, GVSU was admitted to membership in COUNCIL:CIEE, a worldwide consortium sponsoring overseas study opportunities, student identity cards, travel reservations, work abroad, and volunteer opportunities worldwide. As a member of COUNCIL:CIEE, GVSU students may participate in COUNCIL'S overseas study centers in Argentina, Australia, Belgium, Brazil, Chile, China, Costa Rica, Czech Republic, Dominican Republic, France, Hungary, Indonesia, Japan, Mexico, The Netherlands, Poland, Russia, Spain, Taiwan, Thailand, Tunisia, and Vietnam.

Special Services

The Office of Multicultural Affairs coordinates special programs in business, science, and education for students of color. Minority students constituted 9.1% of the Fall 2002 enrollment, keeping pace with the rapid total enrollment growth.

The **Minority Business Education Cohort** (MBEC) program mentors GVSU students who are interested in business careers. It acquaints these students with career opportunities by exposing them to business professionals and arranging internships. The program, with over 100 students enrolled in Fall 2002, encourages scholastic achievement and requires community and campus involvement. The success of MBEC at Grand Valley led to comparable programs in Science and Education.

The **Minority Science Education Cohort** (MSEC) program advances the development of students of color in the fields of pre-engineering and pre-health. The **Minority Teacher Education Cohort** (MTEC) program provides similar mentoring. This program has been designed to encourage students of color to enter the field of education through a program coordinated among the state's school districts, GVSU's School of Education, and the Office of Multicultural Affairs.

Other special services at GVSU include the Seidman Business Services office housed at the **Seidman School of Business** on the Pew Campus in downtown Grand Rapids. The office is dedicated to building a strong link between academic programs and economic development and job creation in the region. Established in 1984 after a comprehensive analysis of the economic and business needs of west Michigan, the office provides management-level education, training, economic research and consultation resources, and market analysis and planning services for existing and potential area businesses.

In 2000, GVSU's Seidman School of Business became home to the **U.S. Small Business Administration's state headquarters** and is charged with management and oversight of the Michigan Small Business Technology Development Center network, which is comprised of twelve regional offices and more than 35 satellite centers throughout Michigan. This Center is only the second in the country to be designated a "technology" development center. Among its services are no-cost counseling, low-cost training, market research, and advocacy for small businesses.

The **Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership** promotes effective philanthropy, community improvement, and excellence in nonprofit leadership through education, research, and community service. It is the only comprehensive center in Michigan for the study of philanthropy, volunteerism, and the nonprofit sector. The Johnson Center conducts community-based research projects, provides workshops and web-based resources for nonprofit leaders, and promotes service-learning and student volunteerism.

The **Division of Continuing Education** provides degree-completion programs to meet the specific needs of the region. A schedule of several hundred undergraduate and graduate courses and on-site student services are provided at the Muskegon Regional Center at Muskegon Community College, at the University Center in Traverse City, and at the GVSU Meijer Campus in Holland. The Division also offers noncredit professional development throughout Michigan. Continuing Education also offers a variety of **distance education** opportunities designed to help students overcome barriers of location and/or time constraints. The delivery systems include various combinations of two-way interactive television and online instruction.

The **Regional Math and Science Center**, housed in the Science and Mathematics Division, serves the science and mathematics education needs of the elementary and secondary schools in west Michigan. The Center focuses on providing professional development opportunities for practicing teachers and enrichment activities for pre-college students. Many of the Center's activities have developed as collaborative programs with community and business and industry partners. Pre-service teachers are also encouraged to participate in the Center activities. The Regional Math and Science Center also provides local school districts with curriculum development services that support the Michigan Core Curriculum Framework in science and mathematics. The Center's staff is available for consultation, and a resource collection of exemplary teaching materials is open to local educators.

Grand Forum, an education outreach program serving senior citizens, provides the opportunity for individuals of diverse backgrounds to meet in an academic setting for intellectual stimulation and social exchange. Through lectures and discussions, Grand Forum allows its members to broaden their horizons while developing an appreciation for knowledge of new or familiar subjects.

The **Robert B. Annis Water Resources Institute** (WRI) conducts basic and applied research into Michigan's water resources and related topics, and offers outreach and educational services from the new waterfront Lake Michigan Center in Muskegon. It brings applied research together with business, industry, agriculture, and government to develop proactive approaches to water quality and related environmental issues. The WRI operates two research vessels, the *D. J. Angus* and the *W. G. Jackson*. It offers an educational aquatic science outreach program for a variety of audiences, including K-12 students and teachers, service clubs, and other interested groups.

The **Meijer Broadcast Center** is the home of GVSU's public television and radio stations. WGVU-TV 35 and WGVK-TV 52, affiliated with the Public Broadcasting Service, present a variety of programs, including children's shows, public affairs, cultural offerings, and sports. They also

broadcast courses for college credit and educational programming for elementary and secondary school children in west Michigan. WGVU 88.5 FM and AM 1480 (Grand Rapids) and WGVS 95.3 FM and 850 AM (Muskegon) are National Public Radio member stations that broadcast news and information programs. The station staff emphasizes a strong commitment to local news.

Other GVSU Priority Programs

On-the-Job Internships and Co-op Education — Around 3,000 GVSU students annually participate in internships in business, industry, government, schools, hospitals, and public agencies blending theoretical knowledge with practical applications. The undergraduate Bachelor of Science in Engineering program includes a cooperative education component that provides for at least 12 months' on-the-job experience before the degree is granted.

Partnerships with Other Colleges — GVSU's "2 + 2" relationships with community colleges help both the community colleges and their students by integrating many of their academic programs with those of GVSU. This enables students to earn bachelor's degrees by completing two years at GVSU after two community college years.

Accreditations

Grand Valley State University is accredited by The Higher Learning Commission; Member — North Central Association and is an associate member of both the National Association of Schools of Art and Design and the National Association of Schools of Music. Other departments and programs are accredited as follows: Chemistry Department by the Committee on Professional Training of the American Chemical Society; School of Education by the National Council for the Accreditation of Teacher Education (NCATE); Bachelor of Science in Engineering program by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET); Nursing program by the Commission on Collegiate Nursing Education; Occupational Therapy program accredited by the Accreditation Committee of Occupational Therapy Education (ACOTE); Physical Therapy Program by the Commission on Accreditation in Physical Therapy Education (CAPTA); the Athletic Training Program in the Department of Movement Science and the Physician Assistant Studies programs are accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP); the School of Public and Nonprofit Administration accredited by the National Association of Schools of Public Affairs and Administration (NASPAA); the School of Social Work by the Council on Social Work Education (CSWE); and Seidman School of Business and the Accounting Department by the AACSB International—the Association to Advance Collegiate Schools of Business.

Credit Enrollment (fall head count)	1998	1999	2000
On-campus	16,751	17,452	18,579

STATEMENT OF REVENUES AND EXPENDITURES¹

Operating Revenues	2000-2001	2001-2002
Net Student Fees	\$ 69,456,040	\$ 80,586,842
Grants and Contracts	14,691,762	20,025,250
Other	32,600,702	35,146,781
TOTAL OPERATING REVENUES	\$116,748,504	\$135,758,873
Operating Expenses		
Instruction	\$ 69,767,112	\$ 76,469,603
Research	1,794,503	2,633,608
Public Service	9,063,014	10,279,053
Student Services and Student Aid	35,785,809	39,938,181
Other Expenses	53,001,032	58,116,966
TOTAL OPERATING EXPENSES	\$169,411,470	\$187,437,411
Nonoperating Revenue/Expense		
State Appropriation	\$ 60,688,422	\$ 60,095,400
Gifts	4,666,959	4,203,757
Other	25,914,468	6,476,232
TOTAL NONOPERATING REVENUE/EXPENSE	\$ 91 269 849	\$ 70 775 389

¹ In fiscal year 2000-2001 the University issued financial statements in accordance with Governmental Accounting Standards Board (GASB) Statements 34 and 35.

LAKE SUPERIOR STATE UNIVERSITY

Sault Ste. Marie 49783



BOARD OF TRUSTEES

	Term expires
DEAN M. ALTOBELLI, Escanaba	Jan. 27, 2008
GARY R. BENJAMIN, Iron Mountain	Jan. 27, 2004
LINDA MARGARET HYATT BROWN, Mackinac Island	Jan. 27, 2006
Barbara Cliff, Cheboygan	Jan. 27, 2010
Doris Friedrich Galvin, Chelsea	Jan. 27, 2004
CHARLES J. SCHMIDT, Rochester Hills	Jan. 27, 2010
DEVEREAUX TREPP, Traverse City	Jan. 27, 2006
GARY L. WOLFRAM, Hillsdale	Jan. 27, 2008

BETTY J. YOUNGBLOOD, President BRUCE T. HARGER, Acting Vice President for Academic Affairs and Provost VACANT, Vice President, Business and Financial Operations MARK A. JASTORFF, Vice President for Institutional Advancement THOMAS R. BUGBEE, Vice President, Student Affairs THOMAS R. BUGBEE, Secretary, Board of Trustees

Lake Superior State University opened in 1946 as a branch of Michigan Technological University. The college was accorded four-year status by the State Board of Education in 1966 and awarded its first four-year degree in 1967. The Legislature granted Lake Superior State College its independence in 1969 by enactment of Act 26 of 1969. The college was established as a state institution under the direction of an eight-member board of control appointed by the governor. On November 4, 1987, Lake Superior State College was renamed Lake Superior State University by Act 158 of 1987.

Academic Programs

Lake Superior State University offers course work leading to baccalaureate degrees in major fields in two academic colleges as well as associate degree programs, certificate programs, and transfer programs. The University also offers associate level programs in a 1+1 format in collaboration with the local school districts and the Eastern Upper Peninsula Intermediate School District.

Accreditations

Lake Superior State University is accredited by the North Central Association of Colleges and Schools. The manufacturing engineering technology program is accredited by the Technology Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET), and the electrical and mechanical engineering programs are accredited by the Engineering Accreditation Commission (EAC) arm of ABET. Nursing degrees are accredited by the National League for Nursing Accrediting Commission.

Credit Enrollment (fall head count)	2000	2001	2002
On-campus	3,118	3,218	3,322

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2000-2001	2001-2002
State Appropriations	\$14,355,552	\$14,229,527
Student Fees	11,152,538	12,417,376
Gifts, Grants and Federal Contracts	5,315,111	7,561,737
Other Income	11,545,705	10,138,895
TOTAL REVENUES	\$42,368,906	\$44,347,535
Operating Expenditures (all funds)		
Instruction	\$11,944,313	\$12,044,584
Research	272,270	256,156
Public Service	587,686	650,213
Student Services, Student Aid	6,127,917	6,626,251
Other Expenditures	24,626,277	27,853,015
TOTAL EXPENDITURES	\$39,252,556	\$47,430,219

Source: Lake Superior State University, Business and Financial Operations.

MICHIGAN STATE UNIVERSITY

East Lansing 48824



BOARD OF TRUSTEES

	Term expires
Dolores Cook, Greenville	Jan. 1, 2007
JOEL FERGUSON, Lansing	Jan. 1, 2005
DOROTHY GONZALES, East Lansing	Jan. 1, 2009
COLLEEN McNamara, Lansing	Jan. 1, 2011
DONALD W. NUGENT, Frankfort	Jan. 1, 2011
RANDALL PITTMAN, Ann Arbor	Jan. 1, 2005
DAVID L. PORTEOUS, Reed City	Jan. 1, 2007
SCOTT ROMNEY, Birmingham	Jan. 1, 2009

EXECUTIVE OFFICERS

PETER MCPHERSON, President

LOU ANNA K. SIMON, Provost and Vice President for Academic Affairs
FRED L. POSTON, Vice President for Finance and Operations and Treasurer
SUE CARTER, Secretary of the Board of Trustees and Executive Assistant to the President
ROBERT J. HUGGETT, Vice President for Research and Graduate Studies
CHARLES H. WEBB, Vice President for University Development
STEVEN M. WEBSTER, Vice President for Governmental Affairs
LEE N. JUNE, Vice President for Student Affairs and Services
ROBERT A. NOTO, General Counsel and Vice President for Legal Affairs
PAULETTE GRANBERRY RUSSELL, Senior Advisor to the President for Diversity and
Director of Affirmative Action, Compliance and Monitoring
TERRY DENBOW, Vice President for University Relations

Michigan State University

In 1855 the Michigan Legislature passed Act 130 which provided for the establishment of the Agricultural College of the State of Michigan and appropriated "twenty-two sections of Salt Spring Lands for its support and maintenance..." and \$40,000 to carry the college through its first 2 years of operation. The school was formally opened and dedicated on May 13, 1857, at what is now East Lansing, the site of the present Michigan State University. Michigan State University was the first agricultural college in the nation, and the prototype for 69 land-grant institutions later established under the Morrill Act of 1862.

The curriculum during the first years emphasized agricultural science and rural leadership. Gradually the program of study was expanded to include engineering, home economics, veterinary medicine, and forestry; then education, journalism, history, chemistry, music, human medicine, and osteopathic medicine. Other academic changes in response to contemporary needs have been expansion of agriculture to include natural resources and the extension of home economics to human ecology. Today undergraduates may choose a major field of study from among 170 programs, and graduate study is offered to advanced students through 71 departments — all taught by a faculty/academic staff of approximately 4,400 in 14 operating colleges. In addition, the **Honors College** provides extended educational opportunities for the exceptional student, and the MSU-Detroit College of Law offers numerous dual degree programs with MSU graduate colleges.

Within the academic colleges are several schools, programs and institutes which typify the land-grant approach to education, emphasizing teaching, research, and outreach. Among these are the School of Packaging, the Institute of Agricultural Technology, the School of Hospitality Business, International Studies and Programs, the School of Labor and Industrial Relations, the School of Criminal Justice, the School of Social Work, the Institute for Children, Youth, and Families, the School of Journalism, the School of Music, and Urban Affairs Programs.

The university conducts the nation's largest residence hall program and includes a "campuswithin-a-campus" environment with classrooms, study areas, faculty offices, and dining facilities combined with many living units. Approximately 17,000 students live in campus residence halls.

The university's name was changed from Agricultural College of the State of Michigan to State Agricultural College in 1861, to Michigan Agricultural College in 1909 and to Michigan State College of Agriculture and Applied Science by an act of the Legislature in 1925. This name was changed to Michigan State University of Agriculture and Applied Science, effective July 1, 1955. In the new constitution approved in April 1963, the name was changed to Michigan State University. Michigan State University is under the control of the Board of Trustees.

The original tract of land in East Lansing consisted of 677 acres. Additional lands were purchased and the present campus and farms cover about 5,192 acres of which 2,100 acres are in existing or planned campus development. On-campus enrollment Fall Term 2002 was 44,937. Nearly 76,000 people each year attend more than 2,400 conferences and educational meetings and others benefit from off-campus courses and degree programs offered at regional locations throughout the state.

Structures of special note include Beaumont Tower, which marks the site of the first building in America built for the teaching of scientific agriculture; the Wharton Center for Performing Arts, completed in 1982, is a cultural center for the campus and the area; the Michigan State University Museum has exhibits on Michigan history, plant and animal life, and human culture; Kresge Art Museum; the library, containing over 4 million volumes and documents; and academic residence halls, which offer small campus settings within the larger university community. The Alumni Memorial Chapel is a memorial to all former students of Michigan State University who died while serving their country. The Breslin Student Events Center hosts many special events and is home to the men's and women's basketball teams.

A unique building on the campus, which is designed specifically for conference and adult education work, is the Kellogg Hotel and Conference Center. This 7-story facility is the headquarters for the nation's largest laboratory for hospitality business students. The Kellogg Center was built largely through a grant from the W. K. Kellogg Foundation in 1951 and was expanded in 1955 and 1959 through additional funds from the foundation. In 1990, a 5-year remodeling and renovation program, costing approximately \$32 million, \$5 million of which was provided by the foundation, was completed. More than 250,000 visitors, including conferees; university faculty, staff, and students; alumni; and the general public utilize the Kellogg Center facilities each year.

Building on agricultural research that started more than a century ago, MSU is now recognized as one of the nation's leading research and graduate universities. The faculty conducts a widely varied research program involving thousands of projects funded primarily by federal agencies, and also by industrial firms, foundations, and organizations, as well as state and local government. Research expenditures total about \$180 million annually in support of the discovery of new knowledge in the natural and social sciences and applied areas such as medicine, agriculture, engineering, communications, and teaching.

The **National Superconducting Cyclotron Laboratory (NSCL)** is the most advanced rare isotope research facility in the United States. Research at the NSCL aims at elucidating the origin of the elements in the cosmos and the nature of nuclear matter. Funded by the National Science Foundation and MSU, the NSCL operates two superconducting cyclotrons: the K500, the first accelerator to use superconducting magnets, and the K1200, the highest-energy continuous beam accelerator in the world. Together with a powerful array of detectors and computers, these cyclotrons are used for advanced research in many areas of nuclear science and cross-disciplinary applications by more than 500 scientists from the U.S. and abroad. The recently completed coupled cyclotron facility makes it possible to produce intense beams of rare isotopes. Many of them are so short-lived that they do not exist naturally on earth, but they play an important role in the ongoing synthesis of the elements in the cosmos. The laboratory has earned international recognition for its basic research and for its pioneering innovations in accelerator design, including a cancer-therapy cyclotron now operating at Harper Hospital in Detroit. The laboratory is playing a leadership role in developing the new Rare Isotope Accelerator (RIA) concept, that would provide even more advanced capabilities in the future.

Long known for its research in botany, plant pathology, horticulture, forestry, and field crops, MSU is well recognized for the quality and quantity of its plant science programs. This excellence led to establishment on the campus of the MSU/Department of Energy Plant Research Laboratory, one of the nation's leading centers for basic research in plant science. The Natural Food Safety and Toxicology Center is positioned to be a national leader in both food safety for farm-to-fork as well as consumer information and risk assessment. A \$29 million plant and soil science building was completed in 1986, and a new biophysical sciences building will include facilities to benefit citizens throughout the state.

In an era when learning across the lifespan has become a necessity for nearly everyone, a growing portion of the adult population is asking for expanded and improved postsecondary education opportunities in order to address a broad array of learning needs. The Office of the Vice Provost for **University Outreach** also works with each of the academic units to expand access to credit and noncredit instructional programs that are both appropriate to the learning needs of adults and consistent with the mission and resources of the University. In addition, Michigan confronts a variety of complex challenges that require University involvement — challenges related to such areas as economic development, youth and family enhancement, environmental quality, and health care access. As part of its land grant mission, Michigan State University, through the Vice Provost for University Outreach, fosters the extension and application of knowledge in order to help address these needs, frequently partnering with community-based organizations.

MSU is putting increasing emphasis on policies and programs that enable the discoveries and the expertise of its faculty to contribute more readily to the economic development of the state. It has assumed a leadership role in fostering the development of biotechnology firms, and is a key player in the statewide **Life Sciences Corridor** initiative which brings research universities and research institutes together to improve the health and well-being of Michigan residents. It has also assumed a leadership role in making advanced materials research more easily available to metal and plastics fabricating firms that have traditionally composed a major segment of the Michigan economy. At the same time, the University provides direct assistance to small- and medium-sized businesses through the International Business Center, the Food Industry Institute, the Travel, Tourism and Recreation Resource Center, and Executive Programs, as well as other campus units that support economic development needs.

Education and the arts are extending into thousands of homes via Michigan State University's television station, WKAR-TV and radio station, WKAR-FM and WKAR-AM.

Michigan Agricultural Experiment Station research has always been a prominent activity of Michigan State University. The Experiment Station, which was organized in 1888 at the Michigan Agricultural College with the support of federal funds, is now the largest research arm of Michigan State University, serving 23 academic departments in 5 colleges. Currently the station receives in

excess of \$4.8 million yearly from federal sources and through direct appropriations by the state legislature in excess of \$29 million.

The mission of the Michigan Agricultural Experiment Station is to provide a viable research and development program in Michigan for agriculture, natural resources, and rural communities. Goals are to provide support for a productive and expanding agriculture for Michigan: develop management strategies for wise utilization of natural resources; protect crops, livestock, forests, and other natural resources from pests and other hazards; develop new products; promote greater efficiency in production, processing, storage, transportation, and marketing; better human nutrition; wise community and institutional development; improved housing and human well-being; assist developing countries; and expand export markets for Michigan-produced commodities.

The Michigan Agricultural Experiment Station is staffed by over 290 faculty members who devote some or all of their time to research. In addition to paying portions of their salaries, the station supports their research efforts by employing many research specialists, technicians, and graduate research assistants. In addition to laboratories on the Michigan State University campus in East Lansing, there are 15 field stations throughout the state: Clarksville Horticultural Experiment Station, Clarksville; Dunbar Forest Experiment Station, Sault Ste. Marie; W. K. Kellogg Biological Station, Hickory Corners; W. K. Kellogg Experimental Forest, Augusta; Lake City Experiment Station, Lake City; Merillat Equine Center, Adrian; Montcalm Research Farm, Lakeview; Muck Soils Research Farm, Laingsburg; Northwest Michigan Horticultural Experiment Station, Traverse City; Fred Russ Forest Experiment Station, Decatur; Saginaw Valley Bean and Beet Research Farm, Saginaw; Southwest Michigan Research and Extension Center, Benton Harbor; Trevor Nichols Research Complex, Fennville; Upper Peninsula Experiment Station, Chatham; and Upper Peninsula Tree Improvement Center, Escanaba.

MSU operates six exceptional public gardens. The MSU Garden Consortium includes the W. J. Beal Botanical Garden, Horticultural Demonstration Gardens, Clarence E. Lewis Landscape Arboretum, Michigan 4-H Children's Garden, Campus Woody Plant Collection, and Hidden Lake Gardens located in Tipton, Michigan.

The Michigan State University Extension — founded in 1914 as part of the national Extension nonformal education system — helps people improve their lives through an educational process focusing on research-based instruction, consultation, demonstration and problem-solving programs on priority issues and needs. Extension's mission and operating philosophy require it to anticipate society's changes and concerns and to provide the best education possible to empower Michigan citizens to deal with those changes and concerns. Operating in a synergistic manner with the Agricultural Experiment Station, MSU Extension provides research-based educational programs to citizens in all 83 Michigan counties. MSU Extension program areas — agriculture and natural resources, children, youth and families, and community and economic development across the campus — draw on the campus expertise of academic departments and other administrative units.

Though Extension provides a broad range of educational programs, it is giving special attention to: agricultural competitiveness, integrated pest management, food safety, water quality, environmental quality, economic development, animal agriculture, forestry, youths and families at risk, parenting for low-income parents, 4-H urban expansion, leadership development, and technical assistance and leadership development for local government.

Six regional outreach offices help bridge the needs of the state with the resources of the campus. Located in metropolitan Detroit, Kalamazoo, Grand Rapids, Midland, Traverse City, and Marquette, these offices work closely with Michigan's 29 community colleges, the 83-county Extension network, and other educational providers. MSU also has an Admissions Office located at the Wayne County Extension Office.

Credit Enrollment (fall head count)	2000	2001	2002
On-campus	43,366	44,227	44,937

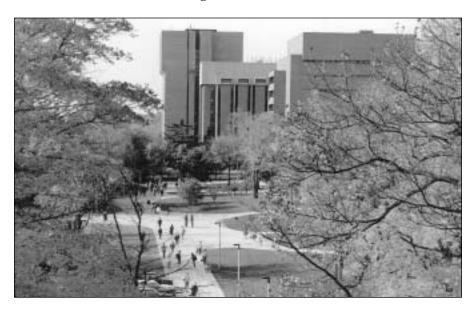
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

Operating Revenues	2001	2002
Student Tuition and Fees	\$ 261,016,569	\$ 287,153,010
Less: Scholarship Allowances	29,343,864	33,064,366
Net Student Tuition and Fees	231,672,705	254,088,644
State of Michigan Grants and Contracts	19,691,341	24,908,630
Federal Grants and Contracts	165,202,440	183,373,401
Local and Private Sponsored Programs	43,121,313	49,044,467
	934,591	879,538
Interest and Fees on Student Loans	934,391	079,330
Departmental Activities (Net of Scholarship Allowances of \$2,178,000 in 2002 and		
	00 224 410	01 220 550
\$1,848,000 in 2001)	96,324,418	91,320,556
Auxiliary Activities (Net of Room and Board		
Allowances of \$6,071,000 in 2002 and	100 014 000	100 000 070
\$6,432,000 in 2001)	168,214,888	188,622,973
TOTAL OPERATING REVENUES	\$ 725,161,696	\$ 792,238,209
Operating Expenses		
Instruction and Departmental Research	\$ 374,295,781	\$ 396,841,703
Research	185,074,470	201,077,342
Public Services	136,791,344	155,778,736
Academic Support	54,620,252	60,326,358
Student Services	22,980,524	24,530,479
Scholarships and Fellowships	21,621,088	24,041,329
Institutional Support	53,789,809	56,077,542
Operation and Maintenance of Plant	77,325,228	82,790,956
Auxiliary Enterprises	151,072,452	169,432,294
Depreciation	57,109,699	60,589,129
Other Expenses	5,720,994	9,986,072
TOTAL OPERATING EXPENSES	\$1,140,401,641	\$1,241,471,940
OPERATING INCOME (LOSS)	(415, 239, 945)	(449,233,731)
Nonoperating Revenues (Expenses)		
State of Michigan Appropriations	\$ 388,780,603	\$ 394,613,600
Gifts	40,423,242	29,854,418
Net Investment Income (Loss)	60,256,370	41,954,862
Interest Expense on Capital Asset Related Debt	(5,576,770)	(6,658,900)
Other Revenues (Expenses)	(851,461)	758,072
Net Nonoperating Revenues (Expenses)	402 021 004	460 533 053
Before Capital and Endowment Additions	483,031,984	460,522,052
State Capital Appropriations	47,534,432	12,317,246
Capital Grants and Gifts	13,392,803	6,321,904
Additions to Permanent Endowments	16,816,642	23,642,976
NET OPERATING REVENUES (EXPENSES)	\$ 560,775,861	\$ 502,804,178
INCREASE (DECREASE) IN NET ASSETS	145,535,916	53,570,447
NET ASSETS — BEGINNING OF YEAR,	1 441 000 701	1 507 900 047
AS RESTATED	1,441,830,731	1,587,366,647
NET ASSETS — END OF YEAR	\$1,587,366,647	\$1,640,937,094

Source: Michigan State University, Vice President for Governmental Affairs

MICHIGAN TECHNOLOGICAL UNIVERSITY

Houghton 49931-1295



BOARD OF CONTROL

	Term expires
DAVID J. BRULE, Sr., Iron Mountain (Chair)	. Dec. 31, 2008
KATHRYN CLARK, Ann Arbor	. Dec. 31, 2004
MICHAEL C. HENRICKSEN, AuTrain	. Dec. 31, 2006
RODGER A. KERSHNER, Grosse Pointe (Vice Chair)	. Dec. 31, 2008
Norman A. Rautiola, Reed City	. Dec. 31, 2006
RUTH A. RECK, West Bloomfield	. Dec. 31, 2010
A. DOUGLASS ROTHWELL, Ann Arbor	. Dec. 31, 2010
CLAUDE A. VERBAL, Flint	. Dec. 31, 2004

CURTIS J. TOMPKINS, President Dale R. Tahtinen, Vice President for Governmental Relations and Secretary of the Board of Control WILLIAM J. McGarry, Vice President for Administration DANIEL D. GREENLEE, Controller, Treasurer of the Board of Control, and Chief Financial Officer

WARREN K. WRAY, Provost and Senior Vice President for Academic and Student Affairs

Michigan Technological University

Established by Act 70 of 1885, the Michigan Mining School first offered instruction to students on September 15, 1886. The name was changed to Michigan College of Mines in 1897 and to Michigan College of Mining and Technology in 1927. The most recent name change to Michigan Technological University in 1964 was made to reflect the broad spectrum of programs offered in the physical and social sciences, engineering, forestry, business, the liberal arts, and technology.

Undergraduate Programs

The Bachelor of Science degree is conferred in applied ecology and environmental sciences, applied geophysics, applied physics, bioinformatics/biomedical engineering, biological sciences, business administration, chemical engineering, chemistry, civil engineering, clinical lab science, computer engineering, computer science, economics, electrical engineering, engineering, engineering technology, environmental engineering, forestry, geological engineering, geology, mathematical sciences, mechanical engineering, material science engineering, mining engineering, physics, scientific and technical communication, social sciences, and surveying.

A Bachelor of Arts degree is conferred in liberal arts with options in English language and literature, liberal arts, and history; it is also offered in scientific and technical communication.

Graduate Programs

A Master of Science degree is offered in applied science education — biological sciences, chemical engineering, chemistry, civil engineering, computer science, electrical engineering, engineering mechanics, environmental engineering, environmental policy, forestry, geological engineering, geology, geophysics, industrial archaeology, materials science and engineering, mathematical sciences, mechanical engineering, mineral economics, mining engineering, physics, and rhetoric and technical communication.

A Doctoral degree is offered in biological sciences, chemical engineering, chemistry, civil engineering, computer science, electrical engineering, engineering, engineering physics, forest science, geological engineering, geology, mathematical sciences, materials science and engineering, mechanical engineering, mineral economics, mining engineering, physics, and rhetoric and technical communication.

Associate Degrees

Associate Applied Science degrees are granted in chemical engineering technology, civil engineering technology, electrical engineering technology, electromechanical engineering technology, forest technology, humanities, mechanical design engineering technology. An Associate in General Studies degree is also offered.

The Department of Education, in cooperation with the academic departments, offers programs leading to secondary school teacher certification in biology, chemistry, clinical lab science, computer science, earth science, English language, mathematics, physical science, physics, and social studies.

Research Agencies

Specialized research agencies include the Carbon Technology Center, Center for Advanced Manufacturing and Materials Processing, Center for Manufacturing Research, Center for Scientific and Environmental Outreach, Center for Technological Innovation, Leadership and Entrepreneurship, Computer Science and Engineering Research Institute, Engineering Research Center for Wireless Integrated Microsystems, Environmental Engineering Center, Institute of Materials Processing, Isle Royale Institute, Keweenaw Research Center (KRC), Lake States Forest Resource and Environmental Management Cooperative, Lake Superior Ecosystem Research Center, Michigan Tech Transportation Institute, Phytotechnology Resource Center, and Plant Biotechnology Research Center.

Accreditations

The university is accredited by the North Central Association of Colleges and Schools. Its curricula in the following fields of engineering are accredited by the Engineering Accreditation Commission (EAC) of the Accreditation Board for Engineering and Technology (ABET): chemical engineering, civil engineering, computer engineering, electrical engineering, engineering, environmental engineering, geological engineering, materials science and engineering, mechanical

engineering, and mining engineering. The following programs in engineering technology are accredited by the Technology Accreditation Commission (TAC) of ABET: civil engineering technology, electrical engineering technology, electromechanical engineering technology, and mechanical design engineering technology.

The curriculum in chemistry is approved by the American Chemical Society, and that in surveying is approved by the Related Accreditation Commission of ABET. The curriculum in forestry is accredited by, and that in forest technology is recognized by, the Society of American Foresters. The curriculum in accounting is accredited by the State Board of Accountancy, and the secondary teacher certification programs are approved by the Michigan Board of Education.

Fourth-year instruction in medical technology is carried out in hospitals approved by the Council on Medical Education and Hospitals of the American Medical Association.

1998

1999

2000

Credit Enrollment (fall head count)

On-campus		6,321 6,336
STATEMENT OF REVENUES, EXPENSES, AND	CHANGES II	N NET ASSETS
Operating Revenues	2001	2002
Student Tuition and Fees (Net of Scholarship		
Allowances of \$8,113 and \$8,797)	\$ 32,929,000	\$ 40,327,000
Federal Grants and Contracts	15,809,000	15,926,000
State and Local Grants and Contracts	3,138,000	3,372,000
Nongovernmental Grants and Contracts	8,781,000	9,750,000
Educational Activities	4,540,000	4,819,000
Sales and Services of Departmental Activities	7,384,000	7,245,000
Student Resident Fees	12,080,000	12,560,000
TOTAL OPERATING REVENUES	\$ 84,661,000	\$ 93,999,000
Operating Expenses		
Educational and General Expenditures		
Instruction	\$ 53,556,000	\$ 53,763,000
Research	20,773,000	20,176,000
Public Service	3,855,000	4,801,000
Academic Support	10,060,000	10,150,000
Student Services	5,338,000	5,295,000
Institutional Support	13,839,000	13,165,000
Student Financial Support	7,319,000	8,209,000
Operational and Maintenance of Plant	10,629,000	9,194,000
Depreciation	10,080,000	10,798,000
Sales and Services of Departmental Activities	9,943,000	8,460,000
Student Residents	9,439,000	10,389,000
Total Operating Expenses	154,831,000	154,400,000
OPERATING LOSS	\$ (70,170,000)	
Nonoperating Revenues (Expenses)		
State Appropriations	\$ 54,441,000	\$ 55,242,000
Gifts	6,262,000	6,431,000
Investment Loss (Net of Investment Expense)	(747,000)	
Interest on Capital Asset — Related Debt	(570,000)	
Other Nonoperating Revenues	(1,575,000)	
Net Nonoperating Revenues		
Before Capital Gifts	57,811,000	60,658,000
Capital Appropriations	8,211,000	406,000
Capital Grants and Gifts	3,346,000	2,035,000
Total Nonoperating Revenues	69,368,000	63,099,000
Net Increase (Decrease) in Net Assets	(802,000)	
Net Assets		
Beginning of Year	180,403,000	179,601,000
End of Year	\$179,601,000	\$182,299,000

Source: Michigan Technological University.

Northern Michigan University

Marquette 49855



BOARD OF TRUSTEES

	Term expires
ALAN T. ACKERMAN, Bloomfield Hills	Dec. 31, 2010
Samuel S. Benedict, Rapid River	Dec. 31, 2008
MARY L. CAMPBELL, Ann Arbor	Dec. 31, 2004
SCOTT L. HOLMAN, Freeland	Dec. 31, 2004
LARRY C. INMAN, Williamsburg	Dec. 31, 2006
MARY C. LUKENS, Ann Arbor	Dec. 31, 2008
DOUGLAS B. ROBERTS, East Lansing	Dec. 31, 2010
Karl A. Weber. Marquette	Dec. 31, 2006

MICHAEL J. ROY, Interim President

Northern Michigan University was founded in 1899 as a coeducational, state-supported institution. The university serves the state and, in particular, the Upper Peninsula of Michigan through a three-dimensional program of instruction, research, and service. Northern offers oneyear certificate programs and degree programs at the Associate, Bachelor's, and Master's levels.

The academic program is organized into 28 departments which fall under 5 colleges: College of Arts and Sciences; The Walker L. Cisler College of Business; College of Professional Studies; College of Technology and Applied Sciences; and College of Graduate Studies.

Diploma Programs

Diploma programs are offered in Advanced Law Enforcement, Cosmetology, and Collision Repair Technology. One-year certificate programs are offered in automotive service, aviation maintenance technology, carpentry, clinical assistant, computer numerical control technician, culinary arts, geographic information systems, heating/air conditioning and refrigeration, office services, paraprofessional instructional aide, practical nursing, special studies, and surgical technician. Associate degree programs are available in applied child development, architectural technology, art and design, automotive service technology, aviation maintenance technology, building technology, climate control technology, clinical lab technician, computer-aided designmechanical, computer information systems, corrections, criminal justice, electro-mechanical technology, electronics technology, food service management, general business, general university studies, health information processing, histotechnician, industrial maintenance, law enforcement, liberal studies, manufacturing technology, office information assistant, and science technician.

Bachelor's Degree Programs

Four-year programs leading to the Bachelor's degree are offered in accounting, accounting/ computer information systems, applied math, art and design, athletic training, biochemistry, biology, botany, business, chemistry, clinical and administrative dietetics, clinical laboratory science, clinical systems analyst, communication disorders, computer information systems, computer science, construction management, criminal justice, cytotechnology, diagnostic genetics, early childhood, earth science, ecology, economics, education, electronics engineering technology, electronic journalism, English, entrepreneurship, environmental conservation, environmental science, financial management, French, geographic information services, health education, history, histotechnologist, hospitality management, human geography, individualized studies, industrial technology, international studies, IT marketing, liberal studies, management, management of health and fitness, mathematics, mechanical engineering technology, media studies, microbiology, music, network computing, nursing, outdoor leadership and management, philosophy, physical education, physical geography, physics, physiology, planning, political science/prelaw, pre-architecture, pre-dental, pre-engineering, pre-law, pre-medical, pre-optometry, pre-pharmacy, pre-veterinary medicine, public administration, public relations, psychology, science technologist, ski area business management, social work, sociology, sociology in liberal arts, Spanish, speech communications, sports science, technology and applied sciences, technical communication, theatre, water science, writing, and zoology.

Master's Degree Programs

The University offers the Master of Arts degree in education with curricula in counseling, educational administration, elementary education, mathematics education, mathematics and science education, secondary education, education specialist, and education certifications. The Master's degree is also offered in the following areas: administrative service, biology, chemistry, communication disorders, criminal justice, English, exercise science, individualized studies, mathematics education, nursing (M.S.N.), public administration, and training and development.

Off-Campus Programs

Northern provides off-campus courses throughout the Upper Peninsula with specialized offerings at Escanaba, Houghton/Hancock, Iron Mountain/Kingsford, Ironwood, Menominee, and Sault Ste. Marie. These course offerings are being delivered by traditional methods as well as through interactive television. Independent study courses are also offered through web-based and print-based methodologies.

Accreditations

Northern Michigan University is accredited by the Academic Quality Improvement Project (AQIP) of the North Central Association of Colleges and Universities. All education programs are accredited by the National Council for the Accreditation of Teacher Education. Other accreditations are the American Alliance for Health, Physical Education, Recreation and Dance; American Chemical Society; American Speech-Language-Hearing Association; Commission on Accreditation of Allied Health Education Professionals; International Association of Counseling Services, Inc.; National Accrediting Agency for Clinical Laboratory Sciences; National Association of Schools of Music; the Council on Social Work Education; National Association of Industrial Technology; and approval by the American Dietetics Association. In addition, the nursing programs (Practical Nursing Associate, Bachelor's and Master's Degrees) hold approval and accreditation by the Michigan Department of Licensing and Regulation, State Board of Nursing, and National League for Nursing.

The College of Business is an Assembly Member of the American Assembly of Collegiate Schools of Business.

The aviation programs are certified by the Department of Transportation Federal Aviation Administration, and the cosmetology program is licensed by the State of Michigan.

Credit Enrollment (fall head count)	2000	2001	2002
On-campus	8,093	8,118	8,499
Off-campus	334	459	517

STATEMENT OF OPERATING REVENUES AND EXPENDITURES¹

Operating Revenues (all funds)	2000-2001	2001-2002
State Appropriations	\$ 51,259,361	\$ 52,012,900
Student Fees	24,697,752	28,169,400
Gifts, Grants and Federal Contracts	15,504,986	16,887,788
Other Income	40,743,737	27,009,699
TOTAL REVENUES	\$132,205,836	\$124,079,787
Operating Expenditures (all funds)		
Instruction and Departmental Research ¹	\$ 44,086,443	\$ 43,434,854
Organized Research	934,744	923,593
Public Service	9,966,683	9,661,268
Student Services and Student Aid	15,089,810	16,568,575
Other Expenditures	44,757,131	47,771,284
TOTAL EXPENDITURES	\$114,834,811	\$118,359,574

¹Beginning in Fiscal Year 2000-2001, NMU Financial Reports were prepared in accordance with GASB Statement No. 35. Amounts shown for Student Fees are less allowance of \$6,278,672 for FY2001 and \$7,921,017 for FY 2002. Other Revenue is less Residence Life allowance of \$2,253,417 for FY2001 and \$2,828,635 for FY2002.

Source: Northern Michigan University, Office of the President.

OAKLAND UNIVERSITY

Rochester 48309-4401



BOARD OF TRUSTEES

	Term expires
HENRY BASKIN, Bloomfield Hills (Chair)	Aug. 11, 2004
PENNY M. CRISSMAN, Rochester (Vice Chair)	
DAVID J. DOYLE, Okemos	Aug. 11, 2006
DAVID T. FISCHER, Orchard Lake	Aug. 11, 2008
DENNIS C. MUCHMORE	Aug. 11, 2004
ANN V. NICHOLSON, Grosse Pointe Farms	Aug. 11, 2010
Dennis K. Pawley, Waterford	Aug. 11, 2010
REX E. SCHLAYBAUGH, Jr., Birmingham	Aug. 11. 2006

GARY D. RUSSI, President

Oakland University was created in 1957 when the late Alfred G. and Matilda R. Wilson donated \$2 million and their 1,500-acre estate to begin a new college in Oakland County, Michigan. From its beginnings, the university has provided an undergraduate education that prepares graduates with a portfolio of skills and values that will lead to professional success.

Now a comprehensive state-supported institution of higher education, classified by the Carnegie Foundation as a Doctoral/Research University — Intensive, Oakland University offers 114 undergraduate majors and 72 graduate degree and certificate programs, including master's and doctoral degrees. More than 40 academic programs have been added since 1995.

Oakland is breaking enrollment records every fall and today enrolls more than 16,000 students. The university offers a unique, hands-on education for undergraduate and graduate students through the College of Arts and Sciences, and the Schools of Business Administration, Engineering and Computer Science, Health Sciences, Education and Human Services, and Nursing. The university also offers high-achieving students a more intimate and challenging educational environment through the Honors College.

Of the university's more than 400 full-time faculty members, nearly 90 percent hold a doctoral degree in a specialized field of study from many of the nation's finest research institutions. And, these renowned faculty members teach in Oakland University's classrooms. In fact, less than one percent of all OU courses are taught by graduate assistants. The student-to-faculty ratio is 19-to-1. Small classes mean students receive hands-on, high-quality attention from inspirational and innovative faculty members.

Oakland University continues to move forward with its goal to create an even more distinctive undergraduate education by 2010. Oakland is expanding on its core strengths to become known for its cross-disciplinary approach to education, unique opportunities for undergraduate research, personalized attention and its tradition of producing liberally educated leaders.

Credit Enrollment (fall head count)	1999	2000	2001
On-campus	14.728	15.235	15.875

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	<i>1999-2000</i>	2000-2001
State Appropriations	\$ 48,083,000	\$ 52,951,000
Student Fees	53,140,000	58,514,000
Gifts, Grants and Federal Contracts	32,083,000	35,847,000
Other Income	25,100,000	28,560,000
TOTAL REVENUES	\$158,406,000	\$175,872,000
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$ 53,764,000	\$ 56,773,000
Organized Research	6,248,000	7,419,000
Public Service	803,000	830,000
Student Services and Student Aid	34,276,000	39,579,000
Other Expenditures	63,241,000	67,020,000
TOTAL EXPENDITURES	\$158,332,000	\$171,621,000

Source: Oakland University, Office of the President.

SAGINAW VALLEY STATE UNIVERSITY

University Center 48710



BOARD OF CONTROL

	Term expires
RAANA AKBAR, M.D., Saginaw	July 21, 2003
RUTH A. Braun, Saginaw	July 21, 2007
SANDRA M. COTTER, Lansing	July 21, 2005
SALLY STEGEMAN DICARLO, Ann Arbor	July 21, 2009
D. Brian Law, Bay City	July 21, 2009
LINDA L. SIMS, Saginaw	July 21, 2005
ROBERT J. VITITO, Freeland	July 21, 2003
JEROME L. YANTZ. Bay City	July 21, 2007

ERIC R. GILBERTSON. President

Saginaw Valley State University began operations in 1963 as a private institution and received a charter as a state college in 1965. The campus is located within the triangle formed by Bay City, Midland, and Saginaw. Facilities include academic and administration buildings, conference facilities, dormitories and apartments, and an athletic complex.

The **undergraduate curriculum** is comprehensive. Majors are offered in accounting, art, biochemistry, biology, business-chemistry, chemical physics, communications, computer information systems, computational mathematics, computer physics, computer science, criminal justice, economics, electrical engineering, elementary education, environmental chemistry, English, finance, French, general business, general science, graphic design, history, industrial management, industrial technology and supervision, international studies, management, marketing, mathematics, mechanical engineering, medical technology, music, nursing, occupational therapy, optical physics, physical education, physics, political science and public administration, psychology, social work, sociology, Spanish, special education, and theater. Minors are offered in most of these disciplines, and also in applied writing, coaching, creative writing, German, gerontology, legal studies, natural science, philosophy, Polish, social science, and youth services.

Fourteen of the majors and 19 of the minors are available to students preparing for certification as secondary teachers. A supplementary minor in coaching may be elected. The university also provides a certification program in bilingual-bicultural education.

At the Master's degree level, the College of Education offers concentrations in classroom teaching (elementary and secondary), early childhood education, educational administration and supervision (elementary, middle school and secondary), natural science, reading, and secondary education in biology, chemistry, English, history, mathematics, natural science, and physics. A Master of Business Administration degree is conferred by the College of Business and Management. The College of Arts and Behavioral Sciences awards a Master of Arts degree in Leadership and Public Administration and a Master of Arts degree in Communications and Multimedia. The Crystal M. Lange College of Nursing and Health Sciences offers a Master of Science degree in Nursing. The College of Science, Engineering and Technology offers a Master of Science degree in Technological Processes.

Saginaw Valley State University is accredited by the North Central Association of Colleges and Secondary Schools, the American Chemical Society (Chemistry), the Accreditation Board for Engineering and Technology, the National Council for Accreditation of Teacher Education, the American Society of Clinical Pathologists and the American Medical Association (Medical Technology), the Council of Social Work Education (Social Work), the National League for Nursing (Nursing), and the Accreditation Council for Occupational Therapy Education.

Credit Enrollment (fall head count)	1999	2000	2001
On-campus	7,564	7,747	7,810
Off-campus	956	875	1.126

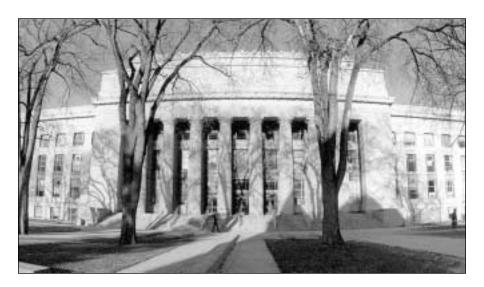
STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2000-2001	2001-2002
State Appropriations	\$26,947,150	\$27,393,300
Student Fees	26,748,842	30,033,567
Gifts, Grants and Federal Contracts	8,714,062	11,217,970
Other Income	12,120,044	12,814,046
TOTAL REVENUES	\$74,530,098	\$81,458,883
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$22,775,175	\$23,927,564
Organized Research	770,400	1,423,059
Public Service	932,416	925,008
Student Services and Student Aid	13,310,313	14,652,539
Other Expenditures	36,524,145	40,423,583
TOTAL EXPENDITURES	\$74,312,449	\$81,351,753

Source: Saginaw Valley State University, University Communications,

University of MICHIGAN

Ann Arbor 48109



BOARD OF REGENTS

	Term expires
DAVID A. BRANDON, Ann Arbor	Dec. 31, 2006
LAURENCE B. DEITCH, Bingham Hills	Dec. 31, 2008
OLIVIA P. MAYNARD, Goodrich	Dec. 31, 2004
REBECCA McGowan, Ann Arbor	Dec. 31, 2008
Andrea Fischer Newman, Ann Arbor	Dec. 31, 2010
Andrew C. Richner, Grosse Pointe Park	Dec. 31, 2010
S. Martin Taylor, Grosse Pointe Farms	Dec. 31, 2004
KATHERINE E. WHITE, Ann Arbor	Dec. 31, 2006

MARY SUE COLEMAN, ex officio

EXECUTIVE OFFICERS

MARY SUE COLEMAN, President JUAN E. MESTAS, Chancellor, University of Michigan, Flint DANIEL LITTLE, Chancellor, University of Michigan, Dearborn PAUL N. COURANT, Provost and Executive Vice President for Academic Affairs TIMOTHY P. SLOTTOW. Interim Chief Financial Officer and Associate Vice President for Finance LAZAR J. GREENFIELD, Executive Vice President for Medical Affairs

JERRY A. MAY, Vice President for Development LISA A. TEDESCO, Vice President and Secretary of the University MARVIN KRISLOV, Vice President and General Counsel LISA M. RUDGERS, Vice President for Communications FAWWAZ T. ULABY. Vice President for Research E. ROYSTER HARPER, Vice President for Student Affairs CYNTHIA H. WILBANKS. Vice President for Government Relations

University of Michigan

Section 5 of Article VIII of the Constitution of 1963 provides for the Regents of the University of Michigan. The board consists of eight members elected for 8-year terms. The president of the university, who is elected by the board, is an ex officio member. The Regents are a body corporate and have general supervision of the institution and the control and direction of all expenditures from the institution's funds.

The University was founded in 1817 with a grant of 1,920 acres of land ceded by area Indians for "a college at Detroit." The territorial legislature planned "a university of Michigania" as a territory-wide public educational system. It was moved to Ann Arbor in 1837 to take advantage of an offer of 40 acres of land at the edge of town. The acreage ceded by the Indians was sold, and the proceeds remain part of the University's permanent endowment. The University earned the title "mother of state universities" when it became the first model of a complete state university in America. The original 40-acre campus has expanded to 3,177 acres with 538 major buildings and 1,468 family housing units. The University of Michigan–Flint opened in 1956 with a gift from the Mott Foundation. The University of Michigan-Dearborn followed in 1958 on the land of the Henry Ford Estate, a gift of the Ford Motor Company.

Schools and Colleges, Students and Faculty

Almost every one of the University's 19 academic schools and colleges ranks among the top in its field. The schools and colleges on the Ann Arbor campus are: College of Literature, Science and the Arts; Medical School; Law School; School of Dentistry; College of Pharmacy; College of Engineering; Horace H. Rackham School of Graduate Studies; A. Alfred Taubman College of Architecture and Urban Planning; School of Education; School of Business Administration; School of Natural Resources and Environment; School of Music; School of Public Health; School of Nursing; School of Social Work; School of Information; School of Art and Design; Division of Kinesiology; and the Gerald R. Ford School of Public Policy. The Dearborn campus has four schools and colleges: the College of Arts, Sciences and Letters; School of Management; School of Engineering; and Division of Education. The Flint campus has three schools and colleges: the College of Arts and Sciences; the School of Management; and the School of Health Professions and Studies.

University of Michigan students, who hail from all 50 states and more than 100 countries, participate in approximately 1,075 student organizations; volunteer their time and talents in Ann Arbor, Detroit, and beyond; and broaden their horizons through the hundreds of concerts, lectures, and symposia Michigan hosts each year. Michigan's 441,000 living alumni continue to make substantial contributions to the world's intellectual, scientific, and cultural growth.

Michigan's teaching faculty counts among its ranks distinguished world authorities, Pulitzer Prize winners, Nobel laureates, MacArthur grantees, and internationally acclaimed artists, composers, and performers who thrive in the University's open and collaborative atmosphere. Faculty at all levels have numerous opportunities to develop as researchers and teachers.

Libraries and Museums

The Library system has 19 libraries with more than 7.6 million volumes and 69,000 serial titles. The University's libraries are national leaders in the development of digital library resources. There are nine museums, including the Exhibit Museum of Natural History, Kelsey Museum of Ancient and Medieval Archaeology, Museum of Art, Museum of Anthropology, Museum of Paleontology, Museum of Zoology, University Herbarium, Stearns Collection of musical instruments, and the Eva Jessye Afro-American Music Collection.

Research

Michigan's interdisciplinary Life Sciences Institute is the most recent addition to its prestigious family of institutes, centers, and advanced research facilities. Some of these are: Arts of Citizenship Program; Automotive Research Center; Biophysics Research Division; Comprehensive Cancer Center; Center for Biologic Nanotechnology; Center for the Ethnography of Everyday Life; Center for Ultrafast Optical Science; Center for Wireless Integrated Microsystems; Erb Environmental Management Institute; Howard Hughes Medical Institute; Institute for Environmental Sciences, Engineering and Technology; Institute for Research on Women and Gender; Institute for the Humanities; Institute of Gerontology; Institute for Labor and Industrial Relations; Institute for Social Research; International Institute; Kresge Hearing Research Institute; Mental Health Research

Institute; Substance Abuse Research Center; Tauber Manufacturing Institute; Transportation Research Institute; Unit for Laboratory Animal Medicine; William Davidson Institute.

Research expenditures in 2001-2002 were \$655,981,050, one of the largest by any U.S. university. Federal agencies provided the largest portion of funds at 69.5%, with the remaining coming from UM funds (15.8%), industry (4.8%), foundations (3.3%) and others.

Medical Center

The University of Michigan Health System comprises the U-M Medical School and its Faculty Group Practice, three U-M hospitals, approximately 30 community health centers, 120 outpatient clinics, and the M-CARE managed care organization. The Health System consistently ranks among the best health care institutions in the nation. In 2002 it was named to the honor roll of the "best hospitals" in the United States by U.S. News & World Report, ranking 8th overall and at or near the top in many specialties. D. S. Mott Children's Hospital was listed fifth among 178 children's hospitals in the nation by Child magazine. In addition, the quality of pediatric heart care at Mott earned a national rank of 5th in the specialty of cardiology, the best in the Midwest. The Health System also was listed in a recent issue of *The Best Hospitals in America*. Biomedical researchers at the University of Michigan Medical School received a record \$203 million in funding from the National Institutes of Health in federal fiscal year 2001, making the school 9th in the nation and 3rd among public universities in total NIH grants. The Medical School has doubled its NIH funding in the past decade.

Economic Impact of the University

The University, with campuses in Ann Arbor, Flint, and Dearborn, makes significant economic contributions to the State of Michigan. Direct contributions include revenue dollars that flow into the University, as well as goods and services purchased by the University, its employees, students, and visitors. At the Ann Arbor campus, the U-M employs approximately 30,000 people (about 22,000 Washtenaw County residents), with a total payroll and benefits of over \$2 billion. Student retail spending is estimated at more than \$300 million per year. Each home football game generates an estimated \$6-8 million for the local economy, and cultural activities attract more than 350,000 attendees each year.

Gifts

In addition to receiving funds from the State of Michigan, the University of Michigan also relies on private gifts that support student financial aid, research and teaching by faculty, facilities and programs. Many buildings and facilities on campus owe their existence to the generosity of donors. Each year, more than 107,000 alumni and friends, corporations, foundations and associations demonstrate their commitment to the future of the University by making gifts.

Credit Enrollment (fall head count)	2000	2001	2002
On-campus Ann Arbor Campus only	38,103	38,248	38,972
Ann Arbor, Flint, and Dearborn	52.914	53.031	54.131

CURRENT FUNDS SCHEDULE OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

On any time Barrers	0000 0001	9001 9009
Operating Revenues Student Tuition and Foos	2000-2001 \$ 569,589,000	2001-2002 \$ 626,105,000
Student Tuition and Fees	(98,497,000)	, , ,
Less: Scholarship Allowances	471,092,000	(113,544,000) 512,561,000
Federal Grants and Contracts	472,729,000	535,106,000
State and Local Grants and Contracts	7,197,000	7,452,000
Nongovernmental Sponsored Programs	120,382,000	148,339,000
Sales and Services of Educational Departments	103,916,000	104,169,000
Patient Care Revenues and	100,010,000	104,103,000
Managed Care Premiums	1,357,295,000	1,476,290,000
Student Residences,	1,001,200,000	1,110,200,000
Net of Scholarship Allowances	54,236,000	55,477,000
Other Auxiliary Enterprise Revenues	91,918,000	101,206,000
Student Loan Interest Income and Fees	0	0
Indirect Cost Recoveries	0	0
TOTAL OPERATING REVENUES	\$2,678,765,000	\$2,940,600,000
Operating Expenses		
Compensation and Benefits	\$2,000,559,000	\$2,198,477,000
Supplies and Services	950,182,000	962,362,000
Depreciation	0	0
Scholarships and Fellowships	67,039,000	74,348,000
TOTAL OPERATING EXPENSES	\$3,017,780,000	\$3,235,187,000
	/	/
Operating (Loss) Income	(339,015,000)	(294,587,000)
N		
Nonoperating Revenues (Expenses) State Appropriations	\$ 421,100,000	\$ 415.624.000
Private Gifts	71,339,000	\$ 415,624,000 58,420,000
Net Investment Income (Loss)	71,339,000	30,420,000
From Investments	87,753,000	111,398,000
Distributions of Endowment Ordinary Income	67,733,000	111,556,000
and Gains	108,969,000	130,949,000
Equipment	(27,748,000)	(33,668,000)
Books	(18,701,000)	(19,878,000)
Interest Expense	(10,701,000)	(10,070,000)
Other	3,364,000	15,032,000
Nonoperating Revenues Before Capital and	0,001,000	10,002,000
Endowment	646,066,000	677,877,000
Capital State Appropriations	0	0
Capital Gifts and Grants	0	0
Loss on Disposal of Capital Assets	0	0
Private Gifts for Endowment Purposes	0	0
NET OPERATING REVENUES (EXPENSES)	\$ 646,066,000	\$ 677,877,000
Transfers (In) Out		
Mandatory:		
Debt Service	\$ 53,978,000	\$ 48,544,000
Plant Improvement	100,000	100,000
Non-Mandatory:		
Plant Improvement	161,466,000	544,377,000
Other	298,151,000	(37,148,000)
TOTAL TRANSFERS (IN) OUT	\$ 513,695,000	\$ 555,873,000
(Dagraga) Ingrassa in Net Assats	(206 644 000)	(179 509 000)
(Decrease) Increase in Net Assets	(206,644,000)	(172,583,000) 947,926,000
Net Assets, Beginning of Year	1,154,570,000 \$ 947,926,000	\$ 775,343,000
NET ASSETS, END OF TEAR	\$ 941,920,000	\$ 110,343,000

Source: University of Michigan, Office of Vice President for Communications.

WAYNE STATE University

Detroit 48202



BOARD OF GOVERNORS

	Term expires
RICHARD BERNSTEIN, Farmington Hills	Dec. 31, 2010
EUGENE DRIKER, Detroit	Dec. 31, 2006
DIANE DUNASKISS, Lake Orion	Dec. 31, 2010
ELIZABETH HARDY, Birmingham	Dec. 31, 2006
PAUL HILLEGONDS, Detroit	
PAUL MASSARON, Southfield	Dec. 31, 2008
Annetta Miller, Detroit	Dec. 31, 2004
JACOUELIN WASHINGTON Detroit	Dec 31 2008

OFFICERS

IRVIN REID, President LOUIS LESSEM, Vice President and General Counsel JOHN L. DAVIS, SR., Vice President for Finance and Administration CHARLES R. BANTZ, Senior Vice President for Academic Affairs JULIE MILLER, Secretary to the Board of Governors and Secretary of the University CHARLES BROWN, Vice President for Student Development and Campus Life FAYE NELSON, Vice President for Governmental and Community Affairs MEREDITH GIBBS, Executive Vice President and Chief of Staff GARY ROUNDING, Senior Vice President for University Advancement GEORGE DAMBACH, Vice President for Research JAMES JOHNSON, Vice President for Computing and Information Technology

Wayne State University was created as a state institution by Act 183 of 1956, succeeding Wayne University formerly operated by the Detroit Board of Education. The university was given autonomous constitutional status by vote of the people of Michigan in the April 6, 1959, election.

Wayne State University is one of only 261 of the nation's more than 2,100 four-year universities and colleges that have been designated by the Carnegie Commission as research universities. Of these 261 institutions only 151, including Wayne State University, are classified as "**Doctoral**/**Research Universities** — **Extensive**." To be included, a university must annually award 50 or more doctoral degrees across at least 15 disciplines.

As a state institution of higher education, Wayne State University is less than 50 years old, but several of its colleges are of long standing. The College of Education traces its history from 1881 and the School of Medicine from 1868. As a university, Wayne came into being in 1933, when the Detroit Board of Education united the several institutions of higher learning under its jurisdiction.

The university has **13 schools and colleges,** including the School of Business Administration; College of Education; College of Engineering; School of Fine, Performing and Communication Arts; Graduate School; Law School; College of Liberal Arts; Eugene Applebaum College of Pharmacy and Health Sciences; College of Science; School of Social Work; and the College of Urban, Labor and Metropolitan Affairs.

Wayne State's **campus** areas have grown to 205 acres and 96 major buildings. The main campus is located at the junction of the Ford and the Lodge expressways in the University Cultural Center area of Detroit. Five extension centers are located throughout the tri-county area. The university offers four-year degree programs at University Center in Macomb County.

The university's **Medical Campus** is located less than a mile from the Main Campus in the Detroit Medical Center, which consists of 5 private and public hospitals. The School of Medicine was recently awarded a ten-year, multi-million dollar contract by the National Institutes of Health (NIH) to study the causes of infant mortality in the United States, making Wayne State the only such center outside of NIH headquarters. Researchers at the School of Medicine annually attract research grants and contracts totalling more than \$100 million. The Center's hospitals and clinics serve as an educational facility for Wayne State students in medicine, nursing, pharmacy, and social work, as well as health-related programs in the liberal arts.

A planned 75-acre **WSU Research and Technology Park**, adjacent to the main campus, will expand technology transfer and commercialization activity while giving entrepreneurs access to Wayne State's scientists, research facilities, and other campus services. The campus is the academic meeting ground for nearly 40,000 different individuals, including recent high school graduates, community college transfers, graduate and professional students, businesspeople, professionals, industrial workers, and retirees — all of whom have the common goal of learning. Eighty-nine percent of WSU's students are Michigan residents, 2 percent are from other states, and 9 percent are from foreign countries. To insure proper coordination and course scheduling, Wayne State works closely with community colleges and other educational institutions in southeast Michigan.

Wayne State University is **accredited** by the North Central Association of Colleges and Secondary Schools, and university programs are accredited by the appropriate agencies.

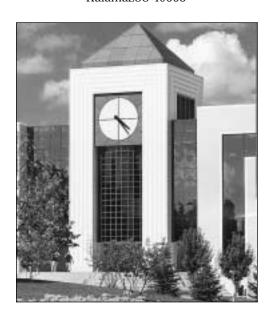
Credit Enrollment (fall head count)	2000	2001	2002
On-campus and at extension centers	30,408	31,040	31,167

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	1999-2000	2000-2001
State Appropriations	\$245,208,725	\$299,470,059
Student Fees	109,262,018	111,724,612
Gifts, Grants and Contracts	208,078,955	224,703,006
Other Income	42,363,483	47,839,424
TOTAL REVENUES	\$604,913,181	\$634,237,101
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$209,331,411	\$224,693,934
Organized Research	110,074,201	126,136,001
Public Service	34,776,314	34,867,523
Student Services and Student Aid	53,128,690	63,413,386
Other Expenditures	155,150,881	183,112,568
Transfers (mandatory and other)	16,036,983	15,294,514
TOTAL EXPENDITURES	\$554.880.254	\$647.517.926

WESTERN MICHIGAN University

Kalamazoo 49008



BOARD OF TRUSTEES

	Term expires
Vernice Anthony, Detroit	Dec. 31, 2004
Peter L. Aseritis, Williamsburg	Dec. 31, 2006
SARAH DENOOYER, Kalamazoo	Dec. 31, 2008
JAMES P. HOLDEN, Bloomfield Hills	Dec. 31, 2006
BIRGIT M. KLOHS, Grand Rapids	Dec. 31, 2004
WILLIAM J. MARTIN, Battle Creek	Dec. 31, 2010
Kenneth V. Miller, Kalamazoo	Dec. 31, 2010
DAN PERO Dimondale	Dec. 31, 2008

OFFICERS

JUDITH I. BAILEY, President

Daniel M. Litynski, Provost and Vice President for Academic Affairs JEFFREY BRENEMAN, Vice President for Legislative Affairs and Chief of Staff ROBERT M. BEAM, Vice President for Business and Finance BUD BENDER, Vice President for Development

CAROL L.J. HUSTOLES, Vice President for Legal Affairs and General Counsel JACK LUDERER, Vice President for Research

VIII MURALI, Vice President for Information Technology and CIO DIANE K. SWARTZ, Vice President for Student Affairs and Dean of Students **Western Michigan University** is a national, student-centered research institution that has served the state and nation for more than 100 years. WMU is listed by the Carnegie Foundation for the Advancement of Teaching as a "Doctoral/Research-Extensive" university, one of only 102 universities in the nation and four in Michigan to be placed by Carnegie in its highest category. WMU shapes its programs so that graduates are prepared to add value immediately to the work of their employers and contribute to their communities as enlightened, caring citizens in the information-based world of the 21st century. Its faculty, more than 1,000 strong, is dedicated to creating knowledge and putting it to work, often in active collaboration with partners in business, industry, government, education, and health care.

Research: The university's research prowess continues to expand and is exemplified by cutting-edge investigations in such disciplines as engineering, technology, health care, education, and the sciences. External support for research garners an average of more than \$50 million per year, ranking WMU fourth in the state among the state's public universities.

Much of WMU's research is the product of business and industry partnerships, including those with Procter & Gamble, Ford Motor Co., DaimlerChrysler A.G., Moldflow Corp., and Xerox Corp. Federal funds also come to the university from the National Science Foundation, the National Institutes of Health, the Environmental Protection Agency, the U.S. Department of Education, the National Endowment for the Humanities, and the National Aeronautics and Space Administration.

Size and scope: With some 30,000 students, WMU is one of the nation's 40 largest universities and the fourth largest public university in Michigan. The university offers 168 undergraduate programs, 67 master's degree programs, and 30 doctoral programs. Approximately 20 percent of WMU's total enrollment is at the graduate level.

Many of WMU's programs are nationally and internationally recognized. Five graduate programs in the College of Health and Human Services have been identified among the top such programs in the nation by *U.S. News & World Report*, while the university enjoys an international reputation in such diverse fields as medieval studies, graph theory, and program evaluation.

The Haworth College of Business, one of the nation's largest, has accreditation for undergraduate and graduate programs. WMU's College of Aviation has been training pilots for the international arena since 1997 and is the only university-based program in the United States certified by both the Federal Aviation Administration and its European equivalent, the Joint Aviation Authorities.

In addition to the Graduate College and the Lee Honors College, WMU grants degrees through seven academic colleges: Arts and Sciences; Aviation; Haworth College of Business; Education; Engineering and Applied Sciences; Fine Arts; and Health and Human Services.

Faculty: The reputation of WMU's faculty for its commitment to excellence in teaching, research, and service continues to increase. Some 93 percent of the faculty holds the doctorate or other highest degree. The faculty includes 904 regular members, 81 professionals who are teaching specialists, while part-time faculty members make up the equivalent of another 204 full-time positions.

Accreditation: WMU has been accredited by the North Central Association of Colleges and Secondary Schools since 1915. Program accreditation includes those in art, athletic training, business, chemistry, dance, engineering, medicine, nursing, occupational therapy, psychology, social work, speech pathology and audiology, and theatre among others.

Recognition: The university's stature is recognized in a variety of ways. *U.S. News & World Report* magazine has included the university on its list of top national universities for more than a dozen years, and, since 1999, has placed WMU among the top-100 public universities in the nation. WMU is one of only 95 public universities in the nation, and only four in Michigan, to be granted a chapter of Phi Beta Kappa, the most prestigious national academic honorary society in the United States.

Cost: WMU's relatively low cost makes it one of the best values in higher education in Michigan. Although it is one of the state's four major research universities, the cost of attending WMU has remained in the mid-range for Michigan's 15 public universities — ranking eighth in tuition and fees for the 2002-03 academic year.

Multi-campus outreach: WMU serves 3,000 Michigan residents annually through its campuses and offices in Battle Creek, Benton Harbor/St. Joseph, Grand Rapids, Holland, Lansing, Muskegon, and Traverse City as well as study sites around the state. This outreach effort reflects a commitment to regional education and job creation that began more than 90 years ago.

Impact: In recent years, significant new initiatives have been undertaken, as the university's research, innovation, service, and technology transfer efforts have taken on a national scope:

• Cutting-edge research and technology transfer, through partnerships and other forms of cooperation and support with public and private entities across the country.

- · A focus on establishing new life science research in Michigan that can lead to increased economic development through partnerships involving WMU faculty and scientists at the nation's leading pharmaceutical firms and national laboratories.
- A focus on e-learning and aviation education developed through WMU's partnerships with the Battle Creek community and centered on WMU's aviation campus, which is the focal point of one of Michigan's 11 SmartZones.
- Increased business outreach and collaboration in such communities as Benton Harbor-St. Joseph, Grand Rapids and Muskegon.

Since 1985, WMU has invested more than \$500 million in new facilities and equipment for teaching, research, service, and campus life. The university's new Parkview Campus, a 265-acre parcel near the main Kalamazoo campus, features a state-of-the-art home for WMU's College of Engineering and Applied Sciences as well as a Business Technology and Research Park to enhance area economic development and spur technology transfer. The BTR Park is a Michigan SmartZone, which in its first two years of existence attracted more than a dozen high-tech businesses—half of them from outside the state. Also on the horizon is a new facility, scheduled for completion in 2004, to house the College of Health and Human Services.

The university's annual local economic impact was conservatively estimated in 2001 at \$564 million, and WMU is responsible for the creation of more than 7,200 jobs in Kalamazoo County.

International perspective and diversity: WMU provides its students with a truly diverse, international perspective through linkages with universities and agencies in more than two dozen countries. At the same time, the university attracts international students from more than 100 countries and has the largest number of undergraduate international students of any public university in Michigan. Minority students constitute 9 percent of total enrollment.

Student support: WMU creates an environment for its students that is challenging and supportive. In 2001-2002, more than 21,000 students received almost \$161 million in financial aid. The university offers one of the largest merit-based scholarship programs in the nation with its Medallion Scholarships. Since the program's inception in 1984, more than \$80 million in privately raised funds have been awarded to more than 13,000 students.

All students are permitted to live in housing of their choice, either off-campus or in one of the university's 22 residence halls. The campus also offers its students a choice of more than 35 social fraternities and sororities.

Social and recreational opportunities abound, with more than 300 registered student organizations. Students may participate in a wide variety of intramural and intercollegiate sports, including 20 varsity sports — nine for men and 11 for women. WMU is a member of the NCAA Division 1-A Mid-American Conference and the Central Collegiate Hockey Association.

Credit Enrollment (fall head count)	2000	<i>2001</i>	2002
On-campus	25,379	26,413	27,092
Off-campus	3,278	3,182	3,295

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2000-2001	2001-2002
State Appropriations	\$123,856,477	\$125,677,197
Student Fees	115,508,494	135,315,736
Gifts, Grants and Federal Contracts ¹	41,258,075	43,106,774
Other Income	100,278,824	107,798,862
TOTAL REVENUES ²	\$380,901,870	\$411,898,569
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$110,229,638	\$117,599,839
Organized Research	12,832,009	15,762,689
Public Service	10,027,582	11,247,519
Student Services and Student Aid ¹	34,719,498	42,076,324
Other Expenditures	214,865,969	223,422,645
TOTAL EXPENDITURES ²	\$382,674,696	\$410,109,016

¹ As of 2001, Federal Direct Loans are no longer reported as revenue and expenses.

Source: Office of Planning and Institutional Research, Western Michigan University.

² Revenues and expenditures are reported before allowances for scholarships.